

Indiana StW Intermediary Strategic Functions: Workplan for Sustainability

Getting Started:

How would you answer the following questions:

What do you want to accomplish overall for the community/region? What is the role of the Intermediary in that goal?

Please discuss and record your conclusions below before going further as a group with this work:

Overarching goal for the community/region:

Purpose of Intermediary in achieving that goal:

I. Intermediary Purpose

Effective intermediaries have clear and well-understood aims and provide a coherent, well-organized set of functions to attain them.

Intermediary Purpose Criteria	Task: What are you going to do to accomplish the criteria?	What are the steps needed to accomplish this task?	Who is responsible for the task? (they MUST be present)	What is the timeline to complete the task (and subtasks)?	What is the desired final outcome?
(P1) The intermediary presents a clear & consistent mission.					
(P2) A logical & visible relationship exists between the intermediary's mission, activities & the core partners it serves.					
(P3) The intermediary's mission shapes its structure & operations.					

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II. Intermediary Management

Effective intermediaries are well managed, work in collaboration with others and are committed to continuous improvement.

Intermediary Management Criteria	Task: What are you going to do to accomplish the criteria?	What are the steps needed to accomplish this task?	Who is responsible for the task? (they MUST be present)	What is the timeline to complete the task (and subtasks)?	What is the desired final outcome?
(M1) Intermediary maintains a strong, engaged, & credible leadership.					
(M2) Intermediary incorporates staff development as a management strategy.					
(M3) Intermediary leverages resources & impact through collaboration.					
(M4) Intermediary attracts stable & diverse funding.					

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III. Intermediary Strategic Functions

A. Convene Local Leadership

Intermediaries bring together the key leaders in a community and provide a forum for ongoing dialogue and decision-making related to the implementation and long-term sustainability of community connections.

Convene Local Leadership Criteria	Task: What are you going to do to accomplish the criteria?	What are the steps needed to accomplish this task?	Who is responsible for the task? (they MUST be present)	What is the timeline to complete the task (and subtasks)?	What is the desired final outcome?
(CLL1) Intermediary has identified and engaged local leaders.					
(CLL2) Intermediary has developed a common vision among core partners.					
(CLL3) Intermediary has created a forum for building a system that connects schools & other youth serving institutions with workplaces and other community resources.					

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B. Broker and Provide Services

Effective intermediaries perform or broker key operational functions, often through an entity or group of entities referred to as third-party brokers. They perform some or all of the following eight critical operational functions:

Criteria	Task: What are you going to do to accomplish the criteria?	What are the steps needed to accomplish this task?	Who is responsible for the task? (they MUST be present)	What is the timeline to complete the task (and subtasks)?	What is the desired final outcome?
(BPS1) Intermediary ensures that employers and other workplace partners are actively engaged.					
(BPS2) Intermediary ensures that youth & teachers are connected to appropriate high quality learning experiences.					
(BPS3) Intermediary incorporates a wide range of strategies that instills youth development principals while insuring quality workplace experiences for all youth.					

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C. Ensure Quality and Impact of Local Efforts

Effective intermediaries serve as the internal evaluators of the operations and impact of local efforts. They regularly review program performance and adjust strategies, as appropriate, to ensure success. Two kinds of indicators have been proposed by the Intermediary Network to measure intermediary effectiveness: indicators of intermediary impact, and indicators of the impact of local StC efforts in which the intermediary plays a role. This assessment category is intended to gauge if the intermediary has the capacity to conduct this type of impact assessment, not as a vehicle to collect the specific information.

Criteria	Task: What are you going to do to accomplish the criteria?	What are the steps needed to accomplish this task?	Who is responsible for the task? (they MUST be present)	What is the timeline to complete the task/subtasks?	What is the desired final outcome?
(EQI1) Intermediary measures impact regarding resources leveraged.					
(EQI2) Intermediary measures impact through customer satisfaction survey results.					
(EQI3) Intermediary measures impact through the level of activity for youth & partners.					
(EQI4) Intermediary measures impact of STC by collecting data on student educational success.					
(EQI5) Intermediary measures impact of STC by collecting student employment success data.					
(EQI6) Intermediary establishes key measures and success is measured against defined goals, outcomes & benchmarks.					
(EQI7) Intermediary seeks sources of comparative info & data.					
(EQI8) Intermediary is committed to continuous improvement strategy.					

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D. Promote Policies to Sustain Effective Practices

Criteria	Task: What are you going to do to accomplish the criteria?	What are the steps needed to accomplish this task?	Who is responsible for the task? (they MUST be present)	What is the timeline to complete the task (and subtasks)?	What is the desired final outcome?
(PP1) Intermediary documents & reports its findings to key stakeholders and the community at large.					
(PP2) Intermediary conducts an on-going marketing & public relations campaign to promote public awareness regarding youth transition issues.					
(PP3) Intermediary assists in the system-building strategies around programs and policies at the local, state & federal level.					
(PP4) Intermediary assists in the overall coordination & connection of the local economic development & workforce development systems.					
(PP5) Intermediary attracts stable & diverse funding.					